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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 22 October 1958

FROM : Chief Instructor, Clandestine Services Review

SUBJECT: Report on Clandestine Services Review No. 22,  
29 September through 10 October 1958

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1. Synopsis

a. Program. Annex 1 provides a schedule of the Review. Three Deputy Directors were among the 68 speakers. There were nine (9) new speakers and seven (7) substitutes for scheduled lecturers. All served the Review well. Among speakers not recently available, Mr. Amory made a distinguished contribution, and among new speakers, [REDACTED] was out- 25X1A9a  
standing. Acting FI Deputy Chief, [REDACTED], was an able sub- 25X1A9a  
stitute for the CFI, [REDACTED]. One alteration in the program  
was [REDACTED] covering, in two hours, SR talks formerly given  
by four (4) speakers in six (6) hours. Conspicuously and regret- 25X1A9a  
ably absent was Mr. [REDACTED]. A Review without [REDACTED]  
seems to me incomplete.

b. Students. Annex 2 presents a roll of the 44 students  
and a list of statistical data.

Returnees from overseas assignments numbered 41, in-  
cluding two former Chiefs of Station. Of that 41, one officer  
had never before served at Headquarters. An additional officer,  
[REDACTED] had not served 25X1A  
at Headquarters. Another had returned to CIA after an interval  
in business. Only one enrollee ([REDACTED]) was not a 25X1A9a  
"returnee."

My impression of the somewhat greater maturity of the  
group, as compared with four previous classes, was not altogether  
confirmed by the record. Average age, number of years with CIA  
and of service abroad conformed generally to averages of preceding  
groups. However, the grade level, GS-13, was two grades higher  
than for CSR No. 21 and practically one grade higher than the  
averages for Numbers 18, 19, and 20. It is significant to note  
that the number of students, 46, of the first fall class a year  
ago, and general averages, age 38.4 and grade 12.4, were close  
to this year's first fall class of 44 students, average age, 38,  
and average grade, 13.

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25X1A9a

Of the 44 enrollees, 41 are accredited with completion of the Review on the basis of attendance for at least eight (8) of ten (10) days. The three officers absent more than two days, because of late entry ( [REDACTED] ) or illness ( [REDACTED] ) will have an opportunity to make up lectures missed at a subsequent Review.

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## 2. Student Performance

Chief indications of "student performance," in CSR's, are in oral question periods at the end of lectures; written questions submitted for the final seminar; brief discussion periods led by the instructor; also, in voluntary comments and general attitudes. The Course Summary given to CSR No. 22 could provide some index to performance, but explanations offered when the outline was handed out negate use of these papers for individual evaluations of record.

My impression of performance, based on indications mentioned above, is that it was entirely satisfactory. A high level of interest was sustained. Full advantage was taken of question and discussion periods. The questions were generally "constructive."

## 3. Student Comments (Separate Annex 3)

a. The Course as a Whole. The class was unanimous in stating that the objectives of the course had been met.

b. Speakers. The most expressive student comment was the applause following the talk by the Director of Training. Only other similar spontaneous outburst was at the very end of the course. In addition to Mr. Baird, speakers repeatedly singled out as outstanding were Mr. Kirkpatrick, Mr. Amory, [REDACTED], and Col. White. (Written comments were turned in prior to [REDACTED] appearance.)

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c. Suggestions for Change. One-fourth of the class indicated that no change seemed needed. Of suggestions offered, the following seem to me most important:

- 1) More time for reading and discussion
- 2) Combine the Audit Staff and Comptroller presentations or eliminate some parts of the latter.
- 3) Include a talk on operations against less developed areas.

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4. Conclusions and Prospectus

25X1A9a a. The Review seemed to proceed very satisfactorily. I consider the program to be in good order. However, the fact that [REDACTED] has asked not to be scheduled again on a Friday will require a new arrangement. The suggestion made by [REDACTED] to program all CS talks in one section ending with [REDACTED] offers a solution.

25X1A9a b. In reply to the selected suggestions listed in three (3) above, I believe more time for reading can be found; the promise of a speaker on the underdeveloped areas has been made by the Chief, Operations, NEA Division. I shall attempt to work out a better arrangement regarding the Audit Staff and Comptroller talks.

25X1A9a c. Additionally, I have in mind to incorporate into the introduction to the next Review (scheduled for 5-16 January 1959) a summary of new developments within the intelligence community as a whole, and to obtain for the class an up-to-date chart on the committee structure within the Intelligence Board.

[REDACTED]

Annexes:

1. Copy of program (with orig. only)
2. Class roll (with orig. only)  
Statistical data
3. Student comments, u.s.c.  
(one copy)

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CLANDESTINE SERVICES REVIEW NO. 22

29 September - 10 October 1958

**OBJECTIVES:** To provide familiarization with (1) the Clandestine Services' functional structure; current missions; planning, approval, and reviewing systems; operational programs, problems, and trends; and mechanisms for coordinating with other government entities; and (2) other Agency offices and their relationships to the Clandestine Services and, where relevant, to the intelligence community. Emphasis will be on Headquarters processes and the application of these processes to operations.

The discussion, where possible, will be directed to the branch level and specifically to the desk officer who has returned from the field. To these ends, presentations throughout the course will emphasize the functional processes but will include relevant organizational aspects.

**READING MATERIAL:** This consists of a) specific regulations governing the topics listed in the program (or papers relating to these topics), together with b) a limited number of documents providing general background summaries or commentaries. These materials are indexed in a separate paper in addition to being cited in the program itself.

FIRST WEEK

Monday, 29 September 1958

0830-0900 Registration [redacted] Training Assistant 25X1A9a

0900-0930 Introduction [redacted] Chief Instructor, 25X1A9a  
Clandestine Services Review, Operations School, OIR

National Policy Base

0930-1020 The National Security Council  
Mr. J. Patrick Coyne, National Security Advisor on Internal Security

1020-1030 Break 25X1A

Major Agency Components

1030-1120 The Clandestine Services

25X1A9a [redacted] Chief, Inspection and Review Staff, OSI

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STATISTICAL DATA

CLANDESTINE SERVICES REVIEW NO. 22

Total ----- 44

I. GS Average - 13

GS-9 ----- 5  
GS-11 ----- 6  
GS-12 ----- 7  
GS-13 ----- 14  
GS-14 ----- 6  
GS-15 ----- 5  
GS-16 ----- 1

II. Service Designation

DI ----- 22  
DP ----- 10  
DM ----- 3  
D ----- 3  
SA ----- 5  
ST ----- 1

III. Assignments

FE ----- 11  
NEA ----- 2  
EE ----- 6  
SE ----- 3  
WE ----- 4  
SR ----- 3  
WH ----- 2  
RI ----- 1

TS Staff ----- 1  
CI Staff ----- 1  
FI Staff ----- 3  
PPC Staff ----- 1

SSA ----- 3  
OTR ----- 1  
PERS ----- 1  
CAB SEC ----- 1

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- IV. Age  
Span----28 through 60  
Average - 38
- V. CIA Experience  
Span----4 through 11 years  
Average - 7 years
- VI. Overseas Experience  
Span----2 to 11 years  
Average - 5 years  
Returnees - 41 out of total 44

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